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DEPARTMENT OF THE NAVY  
OFFICE OF CIVILIAN MANPOWER MANAGEMENT  
WASHINGTON, D. C. 20390

Official Record Copy

Office of Personnel  
18 JUN 1976

IN REPLY REFER TO  
OCMMINST 12410.6  
OCMM 2322  
18 MAY 1976

OCMM INSTRUCTION 12410.6

From: Director of Civilian Manpower Management  
To: All Navy and Marine Corps activities employing civilians  
Subj: Training agreement for development of managers and key personnel  
Encl: (1) DOD-wide Training Agreement for Rotational Assignments for Development of Key Personnel of the Department of Defense  
(2) Sample Individual Development Plan (IDP)  
(3) Suggested Guidelines for preparing Individual Development Plans (IDP)

1. Purpose. To provide guidance and policy for cross training and rotational assignments under enclosure (1).

2. Cancellation. OCMM Instruction 12410.4A is cancelled.

3. Discussion

a. Under the authority of the DOD Training Agreement (enclosure (1)) the Department of the Navy may effect rotational assignments or cross series training for the development of managers and key employees at the GS-9 level and above to meet projected manpower needs. The DOD agreement is in effect until September 1, 1977 and makes possible developmental assignments across functional lines and between DOD components or Federal agencies. The agreement provides that managers and key employees may be developed and assigned to target positions without further negotiation with the Civil Service Commission and reference to Civil Service Commission qualification standards. Under this agreement trainees may be assigned to details for periods exceeding 120 days without negotiation with the Civil Service Commission.

b. This agreement will serve to enhance staffing flexibility and employee development and utilization by providing a means for: (1) assigning employees to organizational functions consistent with their abilities and talents; (2) moving high-potential employees from dead-end assignments or occupational series with limited chance for advancement; (3) facilitating the movement of individuals who have demonstrated the ability for, and expressed an interest in, a career field other than the one in which they are presently employed; (4) strengthening the experience of employees to prepare them for future managerial level responsibilities; and (5) meeting the staffing requirements of the Department of the Navy.



4. Administration under the agreement. Personnel officers in the command, bureau, and office headquarters and field activities are responsible for the administration of this program in their respective organizations. Employee development specialists will assist supervisory personnel in the development of individual development plans for each participant in this program within the outline presented in paragraph 5 below. Trainee progress and determination of satisfactory completion of the program is the responsibility of immediate supervisors. Local employee development personnel will monitor trainee progress and will maintain records and develop required reports. The Office of Civilian Manpower Management, through its field organization, is responsible for reviewing and evaluating the program to measure its effectiveness in meeting the purposes discussed above. The Commandant of the Marine Corps will review and evaluate Marine Corps activities.

5. Selection. Selection of candidates for rotational assignments under the DOD training agreement must be made in accordance with pertinent career management programs and the activity's merit promotion program. Candidates are to be selected without regard to race, color, sex, religion, national origin, or age. Career or career conditional employees in positions GS-9 and above who have been employed by the Department of the Navy for at least one year may be considered for training under the DOD agreement. Announcements issued must state that employees not qualified for the target occupation may be selected and will be trained in accordance with enclosure (1). Candidates must meet the minimum educational requirements where such are specified in the qualification standard for the target position.

6. Training requirements. Management officials will determine the requirements of the target occupation and will determine the training program which best meets their staffing needs. The development requirement may be fulfilled by any or all of the following; on-the-job training (OJT), classroom instruction, reading assignments, conferences, and guided independent study. A major portion of the training should be devoted to the performance of tasks in the target occupation. These tasks should be organized under the guidance of a qualified associate or the immediate supervisor so that the trainee's background will be directed to the full performance level.

7. Individual development plans. Under this DOD training agreement supervisors will develop an individual development plan (see sample format enclosure (2)) for each participant assisted by employee development specialists as needed. The plan should be developed prior to the beginning of the training assignment and should contain each of the categories shown on enclosure (3). The plan may be amended to allow for changes in technology or operational requirements, and extended to allow for protracted absences, the trainee's background or ability to grasp subject matter.

8. Evaluation. During the training period the employee's performance will be evaluated by the immediate supervisor, who determines whether the objectives of the plan are being satisfied. Employee development specialists are responsible for program evaluation and should be prepared to provide information as requested by the Office of Civilian Manpower Management.

9. Placement of program participants. Employees selected for participation in this program may be detailed or reassigned to the target position at the beginning of the training period. Upon satisfactory completion of all requirements of their developmental program, the trainees may return to their previously assigned duties or may be reassigned or promoted in accordance with their approved individual development plan(s). In effecting position changes under the agreement, the notation "U.S. Civil Service Special Training Agreement, ESS:EDU 5-2, 9-26-75", should be shown on the personnel action form. A candidate who does not successfully complete the individual development plan will not be assigned to the target position. The personnel officer will ensure that the trainee is returned to his position prior to the beginning of training or that appropriate steps are taken to place the unsuccessful employee in a position for which he or she is qualified and which is comparable to the one held prior to the beginning of the training period. This position need not be the same one held just before undertaking training under this agreement.

10. Action

a. Each employing activity will provide OCMM, Code 23, via the major claimant, the following information for each employee in a rotational assignment or cross training under the terms of the agreement:

- (1) Name of participant.
- (2) Position, title, series, grade and organizational location from which the employee is being rotated.
- (3) Position, title, series, grade and organizational location to which the employee is assigned.
- (4) Date the assignment commences and date of scheduled completion. Information is requested within 30 days following completion of each 12 months period the agreement is in effect (September 24, 1975 - September 24, 1976; September 1, 1977.) This information will be used to analyze participation in the program.

b. As provided in the TRIM Manual (OCMM Instruction 12410.2A). enrollment, training, and development actions under these training agreements are reported as Code "M" in the block labeled "Training Agreement" of NAVSO 12410/19.

c. If you have questions concerning any aspect of the subject agreements, contact OCMM Code 23 on autovon 224-5870 or area code 202-694-5870/71. Marine Corps activities will contact the Commandant of the Marine Corps (MPC-30) on autovon 224-5624 or area code 202-694-5624.

11. Report. Symbol DD-M(A)1308 (12410) applies to report required by this instruction.



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DOD-WIDE TRAINING AGREEMENT FOR  
ROTATIONAL ASSIGNMENTS FOR DEVELOPMENT OF KEY  
PERSONNEL OF THE DEPARTMENT OF DEFENSE

Reason for Training Agreement

The importance of developing key personnel through the use of planned rotational assignments is clearly established. A recent important study of the Department of Defense pointed out that not even the best organization and management procedures will improve the effectiveness of Defense operations unless qualified personnel are matched to the requirements of the jobs. This Training Agreement provides for a flexible, improved training program through rotational assignments (herein referred to as "assignments") which reduces rigidity at the higher levels to meet the requirements of a dynamic managerial structure. It is to be used for cross-training and development of key personnel at the middle, senior and executive levels (hereinafter to be referred to as "participants.") Participants in this program will have been identified as individuals with high potential under the provisions of a DoD civilian career program or FPM Letter No. 412-2.

Purpose of the Training Agreement

The purpose of the Agreement is to provide each DoD component the authority, without further negotiations with the Civil Service Commission, to establish a Rotational Assignment Program (hereinafter referred to as "Program") designed (a) to increase the competence of high potential personnel by providing them with the opportunity to acquire additional knowledge and skills required by the occupational disciplines of their present line of work, needed knowledge and skills involving processes, techniques and systems in other related lines of work which cut across occupational lines, or to prepare them for managerial or executive responsibilities, and (b) to create a manpower pool from which well-qualified individuals can be selected strictly in accordance with merit promotion requirements for filling positions when actual vacancies arise at the senior and executive levels.

The following objectives are to be included in any program developed under the terms of the Agreement:

To provide a vehicle by which DoD employees, Grades 9 and above, may receive rotational assignments for development

and training purposes and by which the provisions of DoD Instruction 1430.8, paragraph VII.C.5.c., can be met. (Such rotational assignments must be reflected in the Individual Development Plans required by FPM Letter 412-2).

To develop incumbent and potential managers to meet the immediate and long-range documented needs for trained managerial replacements through the medium of temporary assignments within or between the military departments and Defense agencies (hereinafter referred to as DoD components), or between elements of the DoD components, other Federal agencies, state and local governments, and institutions of higher learning.

To provide for the planned movement of personnel from one assignment to another to impart a variety of managerial/technical skills and breadth of knowledge which will simultaneously improve the capability of the Department of Defense and its employees. Such assignments are to be designed to provide an appreciation and understanding of operations in operationally or occupationally related functions or other functional areas for which there is a need and the participants demonstrate potential for success. These rotational assignments will serve to enhance the performance of participants in their present series and also serve as a medium for qualification for reassignment, following successful completion of assignments in series other than the ones for which presently assigned. This may involve an exchange of individuals normally engaged in the same or occupationally or operationally related functions within and outside the agency.

To reinforce training and development programs described in the DoD civilian career programs with practical experience which will accelerate the professional maturity of DoD's career employees and attain the objectives set forth in FPM Letter No. 412-2.

#### Position Coverage

A Program developed under the Agreement will provide for assignment of DoD personnel in all series, Grades GS-9 and higher. All rotational

assignments will be made in grade. Normally, in cases where exchange of employees is involved, both employees in any assignment will be of equal grade. However, assignments can be made to organizations which cannot reciprocate in an exchange on a one-to-one basis. In each case, the duties to be performed must be described and a classification title, series and grade level assigned (where exchanges are involved, the respective position description will suffice). Employees selected for participation in this Program will be assigned duties for which there is a need and the nominees demonstrate potential for success. Candidates may be assigned to any position for purposes of training and development, but no candidate is eligible for placement at the conclusion of the program in a position which has positive education or professional requirements unless the candidate meets those specific requirements established by U.S. Civil Service Handbook X-118, Qualification Standards. (See page 8 under Placement Upon Completion of Program) For personnel and payroll purposes, participants may continue to occupy the official position from which they are exchanged or assigned. Appropriate documentation is to be prepared for each rotational assignment.

#### Method of Selecting Participants

Recognizing the importance of the selection and appraisal processes in relation to any program for the development of managers, DoD components will use a career appraisal process that meets the requirements of the merit promotion program of the participating DoD component. Care will be taken to assure that the individuals selected possess the essential basic skills and demonstrate high potential for advancement so as to give reasonable assurance of success in their proposed assignments. Selection determinations are a managerial responsibility and must be made in accordance with merit promotion principles. When applicable, they are also subject to the requirements of FPM Supplement 305-1.

#### Outline of Training to Be Provided in a Program

The training and development and the work experience of the interested and qualified employee will be reinforced with practical experience. This practical experience will be acquired through assignment of personnel within or between DoD components or between DoD components and other Government agencies. Assignments will be negotiated for periods of time of not less than six months or more than three years. In any instance in which assignment to higher level duties is found necessary, the assignment may not exceed 240 calendar days. Similarly, assignment to lower level duties may be made for short periods of time but in no case in excess of 180 calendar days.

Individual training plans will be developed stating the relationship of the exchange or rotational assignment to the employee's present duties and the benefits to accrue to the individual and to DoD component mission accomplishment as a result of the assignment. The individual development plan must be prepared before the time of the individual's selection (or shortly thereafter). It must be career goal oriented, and must (1) specify the skills, knowledges and abilities to be acquired or sharpened to achieve maximum effectiveness in the position and ultimately in the attainment of individual career goal(s) (2) contain a schedule of appropriate developmental assignments and training designed to meet these individual needs and career goal(s), and (3) be approved by the individual's immediate supervisor, and in the case of individuals trained under the requirements of FPM Letter 412-2, be approved by the Executive Manpower Management Officer (or equivalent). The individual development plan will be detailed enough to assure that the training to be accomplished during the period of the assignment includes an in-depth orientation concerning the employee's new work assignment function, followed by a period of actual on-the-job training supplemented by appropriate formal related training necessary to acquaint the participant with new procedures and concepts, and to equip the participant to undertake increased managerial or executive responsibilities. The individual development plan will include a summary of the plan for utilization of the participant and the newly-acquired skills and knowledge following the assignment. These will be prepared prior to the beginning of the actual assignment. They will be a factor in the negotiation for the assignment undertaken by the chief of the functional elements employing the participants. Each functional element chief will receive guidance and assistance in these negotiations from the Civilian Personnel Officer. Copies of the training plan will be provided each participant, each supervisor involved, and the Civilian Personnel Officer(s). Although individual development plans developed under this Agreement do not require U. S. Civil Service Commission approval prior to the assignment, a copy will be filed in each participant's Official Personnel Folder to be available to survey inspection teams.

Upon completion of the assignment period, the participants will return to their positions of record.

#### Personnel Actions During the Program

During the course of the assignment, participants should be considered for any promotion or reassignment for which they would normally be considered. If promotion or reassignment results, the participant may continue the Program for the balance of the assignment or the



assignment may be terminated; specific disposition is a management decision to be decided collectively by the supervisors involved.

#### Placement upon Completion of Program

Upon completion of the Program, participants may return to their normal duties, or may be reassigned or promoted in accordance with previously prescribed and DoD component approved plans. In addition to the above, satisfactory completion of the Program of at least one year fully meets the qualification requirements for either reassignment or promotion to the position for which they were in training. (Candidates must meet any minimum educational requirements applicable to the proposed position.) While promotion may not necessarily result upon successful completion of the Program, successful completion will be considered a significant merit factor in considering these participants for advancement to positions of increased responsibility.

#### Flexibility Provisions

When evaluation of the participant's progress and/or background of training and experience indicates that it is necessary, the individual development plans which were prepared during the assignment negotiation may be modified to assure that supplemental formal related training may be scheduled, or may otherwise be modified to meet his developmental needs. The assignment period may be extended for not more than four months if the attainment of the prescribed skill has not been achieved during the period prescribed in the individual development plan. Assignments may be terminated by the officials responsible for the Program, and the participants involved in the assignments returned to their normal assignments when it is determined that such termination is in the best interest of the Department of Defense. All changes in the individual development plans must be made a part of the participant's training records.

#### Officials Responsible for the Program

The head of each DoD component is responsible for the Program and has delegated responsibility for program direction, control and guidance to appropriate directors of civilian personnel of each of the DoD components. Control of the Program at the local level will be maintained through analysis of progress reports made by participating functional element, field activities, and other Department of Defense or other Government agencies. Within the DoD components, Program achievement will be analyzed through periodic surveys and as appropriate, on-site inspections by survey teams of the DoD component Office of Civilian Personnel.

The Civilian Personnel Officers will maintain close liaison with the manager of the functional area(s) in which assignment training is being undertaken to assure that the participant receives the training necessary to accomplish the objectives of the Program. Periodic progress reports will be furnished as appropriate.

The DoD functional elements in which rotational assignment training is being undertaken will, in collaboration with the DoD component Civilian Personnel Offices, be responsible for coordinating and administering the Program within their functional areas, including: negotiation of rotational agreements with the assistance and guidance of the Civilian Personnel Officer; working closely with the participants and evaluating their progress; assuring that beneficial development is being gained through the work experience; and keeping the activity Commander and Civilian Personnel Officer advised of the participant's progress.

The head of each DoD component will issue policy and regulatory guidance concerning the administrative details to be considered in controlling the Program. An agreement will be negotiated between the functional elements involved in the assignment of personnel that will provide for the specific details of the assignment. Such negotiation will be undertaken in accordance with procedures and guidance established by DoD component policy and regulatory instruction.

#### Evaluation of Participant's Progress

A special career appraisal of each participant's performance will be made by the participant's immediate supervisor and reviewed by the head of the functional area each three months. Each appraisal will be discussed with the participant and include plans for the further development of the employee's technical, managerial, or executive skills. The final appraisal and training record will be made a permanent part of each participant's Official Personnel Folder since it is a documented record of training and participation in the Program.

INDIVIDUAL DEVELOPMENT PLAN

**SAMPLE FORMAT**

Privacy Act statement on reverse.

1. Employee (Name)		2. Current Position and Grade		3. Organization	
4. Career Goals (Include Positions and Grades)					
5. <u>Short Run</u>			6. <u>Long Run</u>		
7. Developmental Objectives		8. Developmental Assignments*		9. Formal Training*	
10. Other Activities*					
Target position, where applicable					
11. Developmental experiences needed for:				13. Remarks	
a. <input type="checkbox"/> Overall career (individual) development b. <input type="checkbox"/> More effective performance in present position c. <input type="checkbox"/> To meet the requirements of the target position indicated above					
12. <input type="checkbox"/> No further career development desired/needed at present time					
14. Employee Signature		15. Date		16. Supervisor Signature	
				17. Date	
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ENCLOSURE (2)

\* Include scheduled date(s)

PRIVACY ACT STATEMENT  
FOR  
INDIVIDUAL DEVELOPMENT PLAN

This statement is provided in compliance with the provisions of the Privacy Act of 1974 (PL-93-579) which require that Federal agencies must inform individuals who are requested to furnish personal information about themselves as to certain facts regarding the information requested which are explained below.

1. AUTHORITY: The Department of the Navy employee training and development program and the related record system are authorized by Title 5 USC 4103, 4115 and 4118 and by Executive Order 9397 with respect to the use of the social security number in the record system. The individual development plan is one of the records used in executive and management development program.
2. PRINCIPAL PURPOSE: The principal purposes of the individual development plan are to provide information as to career objectives of individuals aspiring to be assigned, reassigned or promoted to executive or managerial positions; to identify developmental requirements to meet these objectives; and as a basis for establishing a plan of action to assist individuals in their efforts for self development.
3. ROUTINE USES: The records of the executive and managerial appraisal and development program are used by officials of Department of the Navy headquarters and field activities as needed for official uses related to the identification and development of individuals with promise for assuming management responsibilities. Information from the records is also used in preparing reports, replying to correspondence, responding to requests from courts and regulatory agencies, executing statutory requirement under the Freedom of Information Act and responding to grievances, complaints, and appeals relating to questions of qualification determination and nonselection for executive and managerial positions.
4. MANDATORY OR VOLUNTARY DISCLOSURE: Your response to the questions are entirely voluntary and any personal information you provide will be protected as to its confidentiality under the policies, procedures and safeguards adopted pursuant to the Privacy Act of 1974. Should you decide not to provide any or all of the information requested there will be no adverse consequences to you. However, it is to your advantage to complete the questionnaire if you wish to be considered for participation in the executive and managerial development program.

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## SUGGESTED GUIDELINES FOR PREPARING INDIVIDUAL DEVELOPMENT PLANS

1. Enter employee's full name
2. Enter title of position, occupational series and grade; e.g.,  
Director, Programs and Plans Division, GS-301-16
3. Enter name of agency, major sub-unit, and other sub-units as appropriate;  
e.g., Navy, OCMM, Training Branch
- 4-6. Enter employee's career goals; specify position titles and grades if  
appropriate; short run (about one year) & long run (about five years)
- 7-10. Enter specific developmental objectives which are to be met by one or  
a combination of experiences or activities. Include scheduled dates  
during which (or by which) developmental activities should occur; e.g.,  
Developmental Objective: To become thoroughly familiar with the Federal  
budget process.  
Development Assignment: Three month detail to Navy Comptroller Office  
(July 1 through September 30, 1974).  
Formal Training Course: Two-week CSC Seminar for Executives on the  
Federal Budget Cycle (November 4-18, 1974).  
Other Activities: Supplemental readings including OMB issuances,  
Departmental Budget, and Budget of the United States.
11. Check the block(s) indicating the broad purpose of the developmental  
activities listed above.
12. Check this block if no developmental objectives specified in item  
7. above.
13. Use this space for miscellaneous information; add additional sheets if  
needed.
- 14-17. Self explanatory.

Enclosure (3)

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